Office of the Assistant Chief of Staff for
Installation Management

Association of the United States Army: Annual Meeting

Transforming Installations for an Army at War

LTG David Barno
Assistant Chief of Staff
for Installation Management

Agenda

- **The Army's Installation Management Team**
- **Stationing Requirements and Planning**
- **Stationing Challenges**
- **Validation Task Force Update**
- **Planning Implications**
- **Road Ahead**

The Army's Installation Management Team

78,000+ personnel
~$13B annual budget

ACSIM
LTG David W. Barno

ARSTAFF

DACSIM
Ms. J. C. Menig

Field Operating Agency (FOA)

Army Environmental Center
COL Tony Francis
182 personnel

Installation Management Agency
MG Ronald Johnson
78,000+

Community And Family Support Center
BG John Macdonald
541 personnel

Installation Support Management Activity
Ms. J.C. Menig
298 personnel

Our Missions

Provide policy guidance, senior leader oversight, and program management on all mission areas relating to overall leadership, management, and resourcing of Army installations worldwide. Ensure the availability of effective and efficient base services and facilities.

Provide environmental program management and technical support products and services in support of Army training, acquisition and sound environmental stewardship.

Provide equitable, effective and efficient management of Army Installations worldwide to support mission readiness and execution, enable well-being of Soldiers, civilians and family members, improve the Army's aging infrastructure and preserve our environment.

Develop and formulate plans, strategies and standards to achieve "First Choice" MWR programs in support of the theme "MWR For All Of Your Life"; support commanders in the implementation of MWR programs; act as a single source for operation and management of selected MWR activities

Our Approach: Business Transformation

Lean/Six Sigma

Efficiency

It's about speed and flow and eliminating waste

- Focuses on maximizing process velocity
- Provides tools for analyzing process flow and delay times at each activity in a process;
- Centers on the separation of "value added" from "non-value added" work with tools to eliminate the root causes of non-value added activities and their cost;
- Provides a means for quantifying and eliminating the cost of complexity.

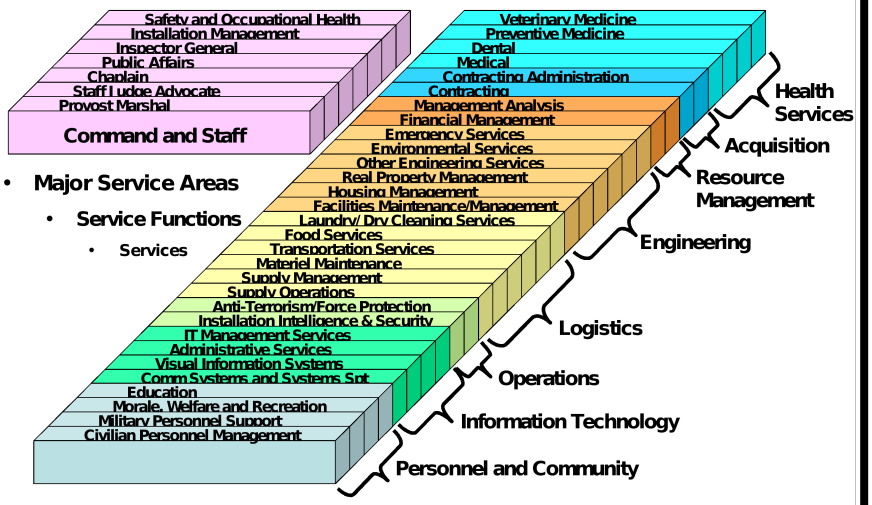
Effectiveness

It's about precision and accuracy (in that order) to yield data-driven decisions

- Emphasizes the need to recognize opportunities and eliminate defects as defined by customers;
- Recognizes that variation hinders our ability to reliably deliver high-quality services;
- Requires data-driven decisions and incorporates a comprehensive set of quality tools under a powerful framework for effective problem solving

Common Levels of Support (CLS)

Installation Services



Implementation Schedule

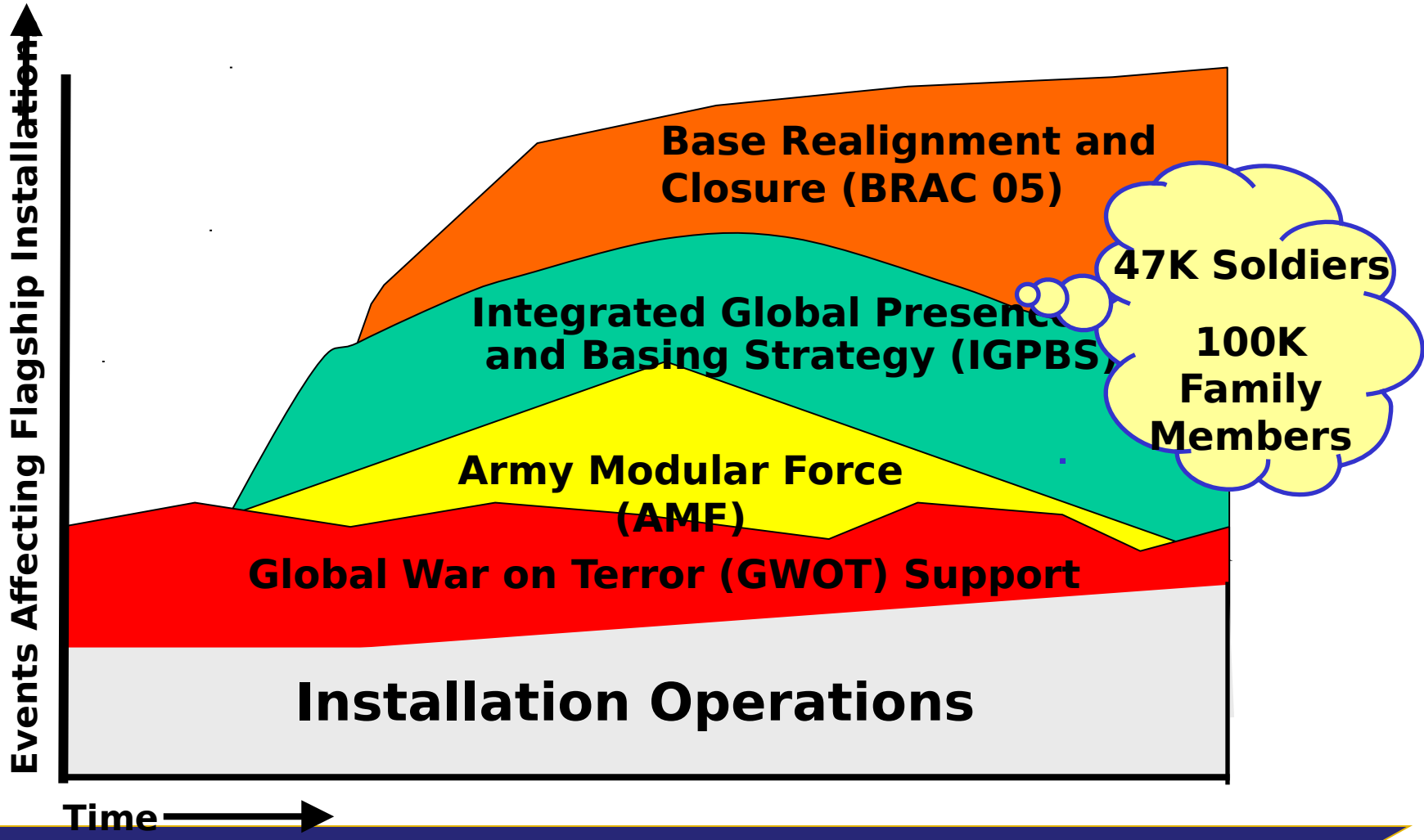
✓ **FY05** – Coordinating with MACOMS, Refining CLS, Establish FY06 Service Support Levels

➢ **FY06** – Funding by Service Support Level as Target, Begin reshaping workforce/contracts

➢ **FY07** – Full implementation, Workforce Shaped, Dollars aligned

➢ ***Consistency and predictability in service delivery across Army installations worldwide***

Our Situation: A Time of Major Change!



Station Requirements and Planning

- **Identify requirements for a changing Army at War: Combined impacts of Army Modular Force (AMF), Integrated Global Presence & Basing Strategy (IGPBS) & Base Realignment & Closure Act of 2005 (BRAC)**

- **Assess needs, identify solutions, and develop Master Plans that meet AMF, BRAC, & IGPBS requirements**

Identification, Assessment, and Planning Process

Stationing Challenges

- Posturing facilities and infrastructure to support capabilities of a Transforming Army
- Minimizing impacts of construction on Soldiers & families through MILCON Transformation
- Simultaneously meeting stationing E-dates and supporting rotations from Power Projection & Support Platforms
- Handling increasing demand for family support while Soldiers are deployed
- Balancing or reprioritizing limited resources against needs of increased force structure

Requirements Validation Task Force

Task Force Mission

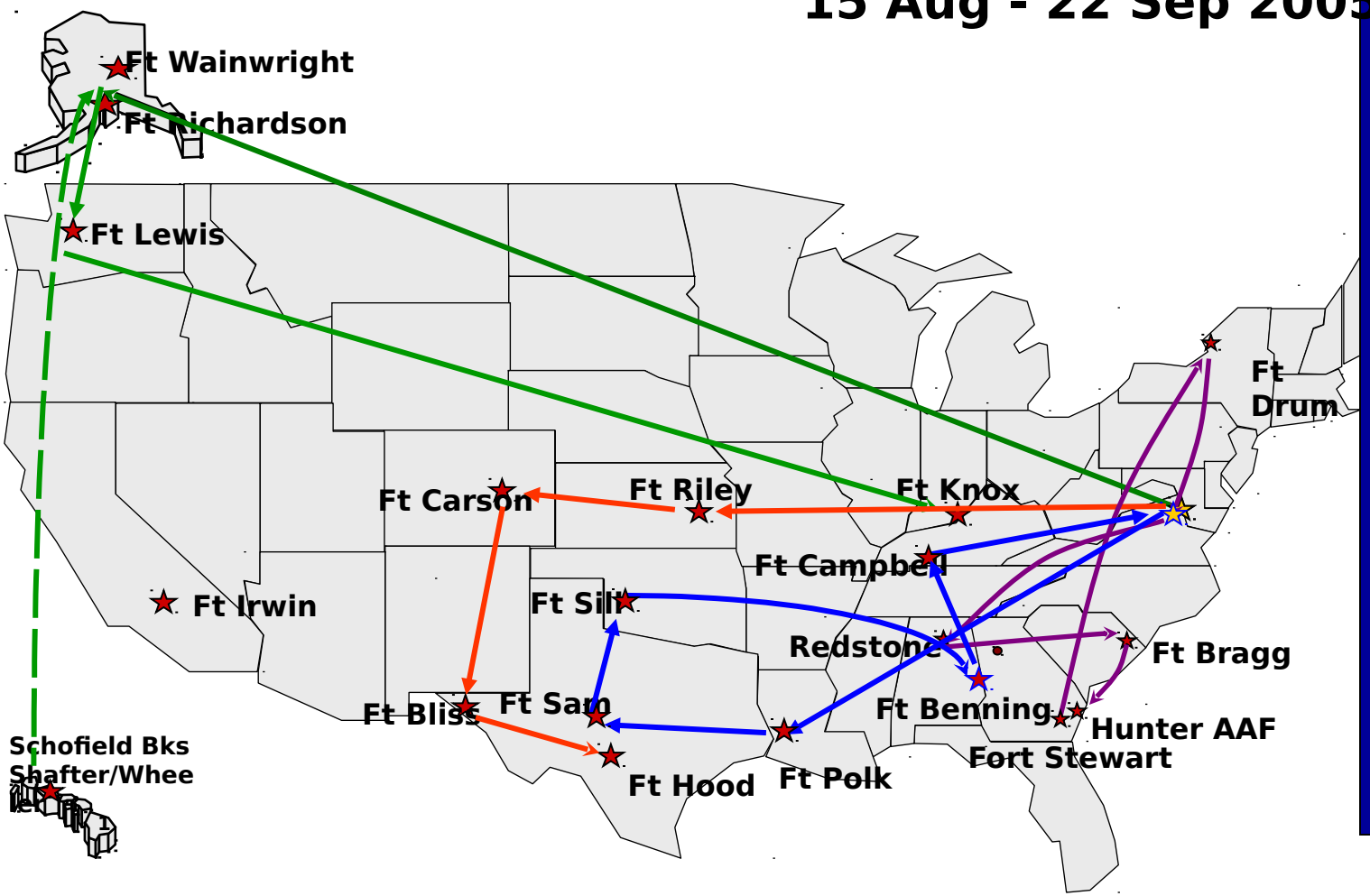
To conduct an OACSIM-led, multi-phased HQDA and MACOM Task Force designed to integrate multiple missions impact on installations into a single Army Master Plan supporting ACP initiatives/ timelines (Army Modular Force, IGPBS) and BRAC

Installation Requirements Validation Team:

- **Visit 18 installations; receive garrison briefings on installation master plans to support approved AMF, IGPBS, and BRAC stationing and re-stationing actions**
- **Validate facility requirements and installation master plans**
- **Ensure maximum use of resources and plan is executable to support the arrival of Soldiers and families**

OACSIM Installation Requirements Visits

15 Aug - 22 Sep 2005



- Fort Richardson/ Wainwright
- Schofield/ Shafter
- Fort Lewis
- Fort Knox
- Fort Riley
- Fort Carson
- Fort Bliss
- Fort Hood
- Fort Sam Houston
- Fort Polk
- Fort Sill
- Fort Benning
- Fort Campbell
- Redstone
- Fort Bragg
- Fort Stewart/ Hunter AAF
- Fort Drum
- Fort Irwin

Validation Team Composition & Impressions

Senior Leader Team Composition

- G1
- G3
- G6
- G8
- ABO
- Army Corps of Engineers
- MEDCOM
- OACSIM
  - **IMA HQ**
  - **IMA Regions**
  - **CFSC**

- **Sequencing and timing of moves have potential to save ten/hundreds of millions of dollars**
- **Garrisons staffs are shrinking while mission requirements are increasing; taking on more and more formerly TOE Unit missions**

Active Component Combat Brigade & Division Stationing

Installation Migration

Fort Monroe
74/213/95/382

Relocate Army Accessions Cmd

Relocate Army Cadet Command

IGPBS Realignments
1,729 / 0 /0/ 1,729 TBD

Relocate EN, MP, and CSS units from Europe and Korea

Establish DCP
254 /3 /0/ 257

HRC Leased Facilities and Army Leased Facilities
1,019/2,487/889/4,395

Relocate HRC leased facilities in Alexandria, VA, Indianapolis, IN, and St. Louis MO.

Relocate Army HR XX1 Office

Relocate Army Center for Substance

Co-location of Accessions Cmd, HRC, USAREC and Cadet Cmd will create Army HR COE.

Establish IBCT
3,219 / 0 /0/ 3,219 TBD

Fort Knox
8,472/3,569/3,844//22,538
Trainee 6,653

Relocate Louisville, KY USAR Center
30 / 13 / 43

Relocate 100th (IT) Division HQs

RCF Ft Leavenworth
5 / 0/ 0 / 5 TBD

Realign the Regional Confinement Facility

MIL / CIV / Other/TOTAL (Trainee)
BRAC – Red AMF – BLUE
IGPBS – Green Other - Black

Fort McCoy
267 /147 /414

Relocate 84th ARRTC
Excludes 322 Contract/TPU & 297 Students

Fort Benning -
4,312 / 1,029 /319/ 6,653/12,313

Realign Armor Ctr and School

PCS/TDY Students 1,007 included in Military Population

Aberdeen PG
0 / 11 / 3/ 14

Realign the Army Research Institute, Human Systems Research

AIMT Principles

- Support and resource Garrison Commanders- our Main Effort
- Empower Subordinates
- Information Sharing- at all levels
- Decentralize and de-bureaucratize- process only where value-added
- Stewardship of our resources
- Integrity and high ethical standards
- Grow Innovation and smart risk-taking across our force
- Develop and invest in our Leaders
- Set conditions for Long Term Success
- Focus on our Customers- Soldiers and Families
- Support for an Army at War
- Predictability and focus- Lean Six Sigma as the tool

Road Ahead

- Transform the Organization- ACSIM, IMA, AEC and CFSC
- Institutionalize the effort: Army Campaign Plan, Army Synchronization Meeting, “Stationing” Senior Review Group
- Army-wide Stationing Rock Drill – Spring ‘06 (?)
- Re-capitalize and Transform Army Installations- to completion